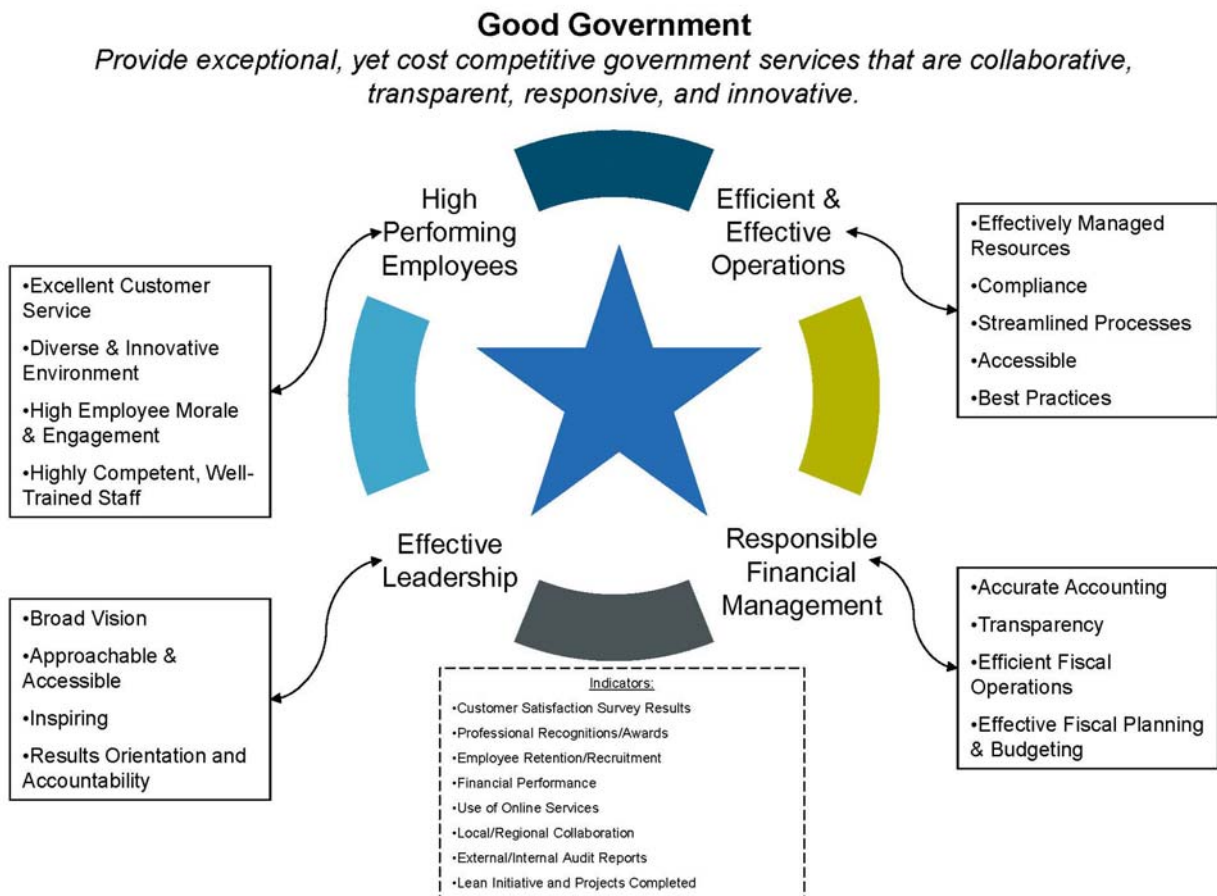


GOOD GOVERNMENT



Good Government



Statement of Request for Results

Team Members

Leader: Acquenatta Jackson-Harris, Finance
Members: Bill Breedlove, Police
Laura Carini, City Attorney
Steven Greenway, Technology
Kyle Inman, Fire/EMS
Julie Payne, Social Services
Marcheta Turner, Human Resources
Steve Elliott, Management & Budget

Priority Statement

Provide exceptional, yet cost competitive government services that are collaborative, transparent, responsive, and innovative.

Summary of Priority

The City of Roanoke government strives to provide top quality services and programs that are cost competitive yet responsive, efficient, collaborative, and transparent. Vital to good government is a culture and environment that promotes excellence while ensuring employees, leadership, and operations are compliant with laws and regulations, effective, customer oriented and managed responsibly. In alignment with the Core Values of Honesty, Respect, Responsibility, Teamwork, Diversity, and Inclusion, Roanoke brings resources together with citizen stakeholders as well as regional localities, non-profits, and businesses to meet present needs and future challenges of the 21st century. The pillars of good government are strong and accountable leadership; competent and motivated employees; efficient and effective operations and responsible financial management. The team addressed the pillars of good government in their work and further developed them as the four causal factors of Good Government.

High Performing Employees

High performing employees are actively involved accomplishing the work of the organization and understand how their job supports the City's vision. They are committed emotionally and intellectually, and are motivated to do their best for the benefit of the community and the success of the organization.

1. Excellent Customer Service

An outcome of high performing employees would be to provide "excellent customer service" to both our internal and external customers. Services provided should be professional, timely, and accurate. In addition, employees should follow through on and be held accountable for commitments to develop a consistent reputation of reliability. Customers want our employees and the services they offer to be easily accessible when they are needed. The public expects to receive convenient, easy-to-use ways to access City services information, facilities, processes, infrastructure, and decision-making.

2. Diverse and Innovative Environment

As an organization, the City should foster an environment that is open to considering new thoughts, ideas, methods, and technologies resulting in a more productive, efficient, and satisfied workforce. Employees will be engaged and innovative as they perform their duties to improve services to the community and reduce costs.

3. High Employee Morale and Engagement

The City values its employees by offering competitive total compensation packages and recognizes their work performance and achievements. As an organization, there should be an investment in employee learning and professional development. In addition, the City should foster employee safety and wellness in the workplace. Knowledgeable and engaged employees lead to high performance and result in excellent internal and external customer service.

4. Highly Competent , Well-Trained Staff

Continually enhance the knowledge, skills, and abilities of our employees to support the provision of quality, professional services. Provide the training, tools, materials, technologies, and other resources that enable the workforce to optimize service delivery to both internal and external customers. Offer regionally competitive total compensation and effective recognition and reward systems to attract and retain a highly competitive, well trained staff.

Effective Leadership

Effective Leadership is the cornerstone of a sound, high performing organization. Exceptional organizations have visionary leaders who set clear direction and high expectations based on the City Council's Vision, customer-driven excellence, and accountability, clear and visible values. This kind of leadership must be courageous and forward thinking. Responsive leaders must be available and willing to share the decision making process and

responsibilities with the staff, the public, other organizations, and key stakeholders. Outcomes of effective leadership include:

1. Broad Vision

The City Council's Vision provides direction to meet the challenges of tomorrow and guidance for the community to achieve success as a regional leader. Strategic Plans are based on Council's Vision and should include a realistic assessment of Strength, Weakness, Opportunities and Threats (SWOT) as well as anticipate factors such as: community expectations, new partnerships, employee development and hiring needs, technological advancements, mandates, and strategic innovations by neighboring jurisdictions. Fostering the organizational vision of collaboration, innovation, and commitment to excellence expands Roanoke's reputation as a shining example within the region.

2. Approachable and Accessible

The public and staff expect leadership to be available and willing to discuss their issues and concerns. Being accessible should not require an individual with a question to go through layers of bureaucracy or have specialized knowledge to reach the desired leader.

3. Inspiring

Create an environment to inspire staff to reach their highest capacity, engaging them to implement the vision and strategic plans using their people skills, passion, values, and knowledge.

4. Results Orientation and Accountability

Provide results by repositioning the organization effectively to provide the products and services the community wants and can afford. Strategic plans are implemented to meet City Council's Vision through organizational objectives, budgets, performance measures, as well as accountability processes and employee feedback measures.

Efficient & Effective Operations

Striving for effective and efficient operations throughout the organization is a fundamental factor in delivering exceptional public service and achieving good government. In today's challenging economic environment, the emphasis is on productive and cost competitive service delivery with the least amount of time and effort gaining efficiency and agility combining enterprise resources with citizen stakeholders as well as regional localities, non-profits, and businesses.

1. Effectively Managed Resources

Effective management of our resources assures that the management of all operational resources is aligned with the outcomes that matter most to the community. Maximize outcomes by focusing available resources such as utilities, infrastructure, employees and funding toward exceptional services. Sub par services should be eliminated with savings repurposed toward improving citizen direct services.

2. Compliance

Foster an organizational culture where internal service departments assist citizen service departments practice, monitor, and comply with local, state, federal laws, regulations, and mandates. Maintain up to date knowledge and awareness of evolving regulatory and legal requirements.

3. Streamlined Processes

Align all operational processes, strategies, and resource actions to achieve organizational objectives. Recognizing the investment required in a wide variety of innovative technologies as an effective way to automate and achieve end-to-end streamlined processes. Reduce or eliminate processes, procedures, or services that the private sector is able to perform more effectively and repurpose savings to improve other citizen direct services. Utilize Lean processes to realize savings and achieve efficiencies in City processes and services.

4. Accessibility

A component of achieving good government by ensuring that all programs, services, and public information are accessible, fair and handled with open, clear, and effective channels of external and internal communication.

5. Best practices

Best practices are used throughout the organization as a mechanism for comparative benchmarking or as a model for developing processes, practices and systems. This may include following national accreditation standards established for individual local government agencies such as Police, Fire/EMS, E911, Parks & Recreation, and Planning, Building, and Development.

Responsible Financial Management

Achieving responsible financial management is a vital component in providing good government. An organization should be able to manage income, assets, and expenses in a deliberate, well thought out, and fiscally prudent manner by using a well defined strategic plan that is aligned with City Council's Vision and the needs of the community.

1. Accurate accounting

Ensures employees are using systems and methods which adhere to accepted financial accounting principles. Data provided to internal and external customers should be accurate, timely, clear and concise.

2. Transparency

The community expects a transparent government which is open, honest and accountable. Citizens want to know how their tax dollars are spent and what services they are receiving in return, so an easily accessed and easily understood system should be developed to provide that information.

3. Efficient Fiscal Operations

Ensure the government manages finances in a responsible and efficient manner while striving to find more cost effective methods for performing operations. This includes managing risk, minimizing liability and providing for accountability.

4. Effective Fiscal Planning and Budgeting

Provides both a long and short term strategic direction of City programs, services and capital investments. Employees are actively engaged in reducing costs through innovation and collaboration to ensure critical services are provided during times of stagnant or declining revenues.

Indicators

Indicator 1: Customer Satisfaction Survey Results

Measure 1: Maintain or improve customer satisfaction based on internal surveys conducted by City departments.

Measure 2: Maintain or improve customer satisfaction based on the citizen's survey.

Measure 3: Increase number of services that receive a "Good" or "Excellent" rating based on the Citizen's survey.

Indicator 2: Professional Recognitions/Awards

Measure 1: Accredited departments.

Measure 2: Awards for excellence received in City departments.

Measure 3: Awards for excellence received by the City.

Indicator 3: Employee Retention/Recruitment

Measure 1: Percent of employees who believe the City of Roanoke is a good place to work.

Measure 2: Maintain or improve employee turnover rate.

Measure 3: Number of promotions offered.

Measure 4: Average value of employee benefits package.

Indicator 4: Financial Performance

Measure 1: Maintain or improve the City's bond rating.

Measure 2: Debt Service as a percentage of operating expenditures

Measure 3: Long-Term Debt as a percentage of assessed property valuation

Measure 4: Revenues per capita

Measure 5: Expenditures per capita

Measure 6: Inflation adjusted real estate property tax revenue

Measure 7: Percent of amended budgeted revenues collected

Indicator 5: Use of Online Services

Measure 1: The level of activity of internet services by internal and external customers.

Measure 2: Number of internet based services available to the public.

Indicator 6: Local/Regional Collaboration

Measure 1: Maintain or increase the number of formal partnerships

Indicator 7: External/Internal Audit Reports

Measure 1: Number of auditing findings

Measure 2: Compliance of audit findings

Measure 3: Increase the number of process improvements achieved through audit process

Indicator 8: Lean/Six Sigma Initiative and Projects Completed

Measure 1: Number of employees completing Lean training annually.

Measure 2: Number of Lean/Six Sigma Projects resulting in savings or efficiencies annually.

Purchasing Strategies

1. Outline creative programs and initiatives that advance progressive and effective leadership throughout the organization.
2. Create fiscal strength through conservative, long-range fiscal planning while looking for ways to do things better.
3. Provide excellent, timely customer service, and increase opportunities for out citizens to access and understand their government.
4. Attract and retain talented employees, then develop and promote them in a workplace environment that embraces innovation.
5. Use of best practices that streamlines operations.

Statement of Request for Offers

We are seeking offers that best deliver results from programs and services that are targeted at the primary causal factors and result in effective good government.

Special consideration will be given to offers that foster interdepartmental relationships, promote collaboration and encourage innovations that maximize resources.

We are seeking offers that attract and retain highly competent, well-trained employees, then develop and promote those employees in a workplace environment that embraces innovation.

More specifically we are looking for offers that:

1. Invest in employee learning & professional development.
2. Improve employee health and wellness.
3. Enable employees to deliver excellent internal/external customer service.
4. Invest in fair compensation for employees.
5. Encourage a positive work/life balance.
6. Encourage innovation and divergent thought in the workplace.
7. Equip employees with adequate resources to provide exceptional government services.

We are seeking offers that improve the efficiency and effectiveness of operations.

More specifically we are looking for offers that:

1. Promote best practices and innovative approaches that deliver exceptional quality, yet, cost competitive operations.
2. Reduces redundancies and integrate related business processes and/or eliminates processes/services that are either not cost competitive or fail to attain the desired outcomes.
3. Takes advantage of the newest technologies to increase accessibility and transparency of city services and information.
4. Ensures knowledge of and adherence to federal, state & local laws, regulations and industry standards.
5. Encourage collaboration of city and external resources to maximize efforts in accomplishing the same level of output.
6. Promote an environment where internal services act as consultant experts for citizen direct service providers.

We are seeking offers that foster strong accountable leadership throughout the organization and leverage opportunities for collaboration to increase service delivery and reduce costs.

More specifically we are looking for offers that:

1. Promote forward-thinking decisions in a manner that is transparent, open and inspiring.

2. Encourage broad vision and articulate the City's vision to citizens and staff.
3. Create transparent accountability systems that demonstrate how well services fulfill the City's vision.
4. Encourage strategic planning that is results-oriented balancing the needs of the present and demands of the future.

We are seeking offers that manage public funds and assets in a responsible and fiscally sustainable manner.

More specifically we are looking for offers that:

1. Foster fair, equitable, efficient fiscal operations in the assessment, billing and collection of revenue.
2. Create fiscal strength through effective fiscal planning and budgeting while looking for ways to do things better.
3. Demonstrate sound methodology and systems to provide efficient delivery of information.

Good Government

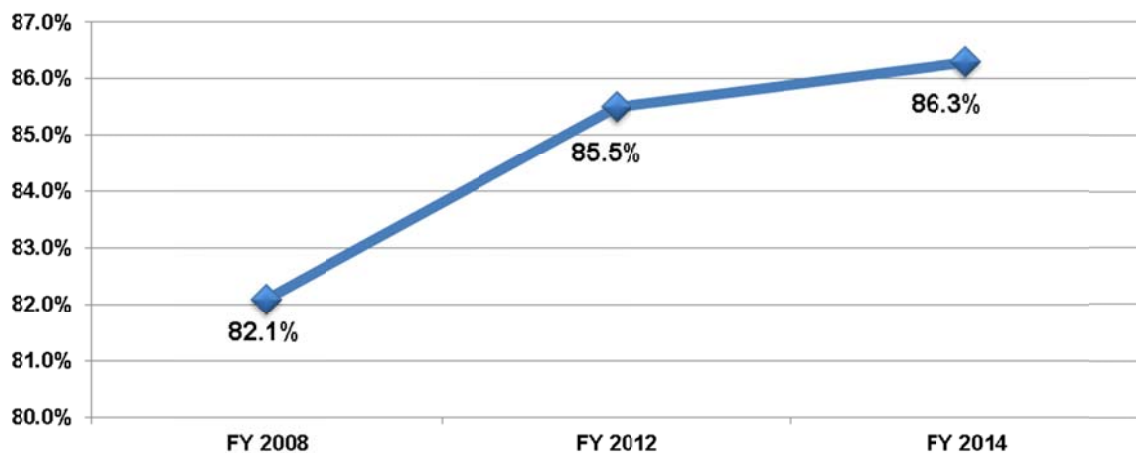


1. Customer Satisfaction Survey Results

MEASURE 1: Maintain or improve customer satisfaction based on internal surveys conducted by City departments.

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
Parks & Recreation	94%	95%	96%
Management & Budget	100%	100%	100%
E-911	97%	97%	97%
Police	80%	88%	89%

MEASURE 2: Maintain or improve customer satisfaction based on the citizen's survey.



MEASURE 3: Increase the number of services that receive a “Good” or “Excellent” rating based on the Citizen’s survey.

<u>FY 2008</u>	<u>FY 2012</u>	<u>FY 2014</u>
9	9	11

Comment:

Number of services provided to citizens which are rated “Good” or “Excellent” by at least 75% of citizens surveyed.

2. Professional Recognitions/Awards

MEASURE 1: Number of accredited departments.

FY 2013

7

FY 2014

7

FY 2015

7

Comment:

Includes Police, Fire-EMS, Sheriff, E-911, Parks & Recreation, Building Inspections, Treasurer

MEASURE 2: Number of awards for excellence received in city departments.

FY 2013

11

FY 2014

12

FY 2015

12

Comment:

Includes Police, Fire-EMS, Sheriff, E-911, Parks and Recreation, Management & Budget, Finance, Planning, Public Works, Communications, Technology.

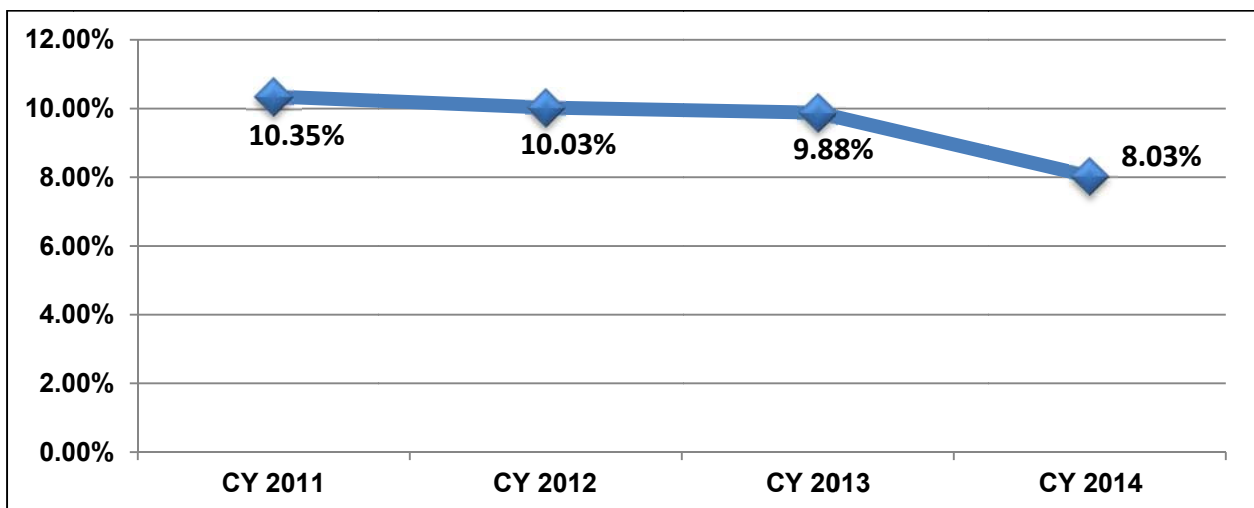
MEASURE 3: Awards for excellence received by the City.

FY 2012

The City was recognized as an All American City for the sixth time in 2012 by the National Civic League.

3: Employee Retention/Recruitment

MEASURE 1: Maintain or improve employee turnover rate



MEASURE 2: Number of promotions offered.

FY 2013

79

FY 2014

136

FY 2015

85

MEASURE 3: Average value of employee benefits package.

FY 2014

38% of employee salary

FY 2015

39.3% of employee salary

4. Financial Performance

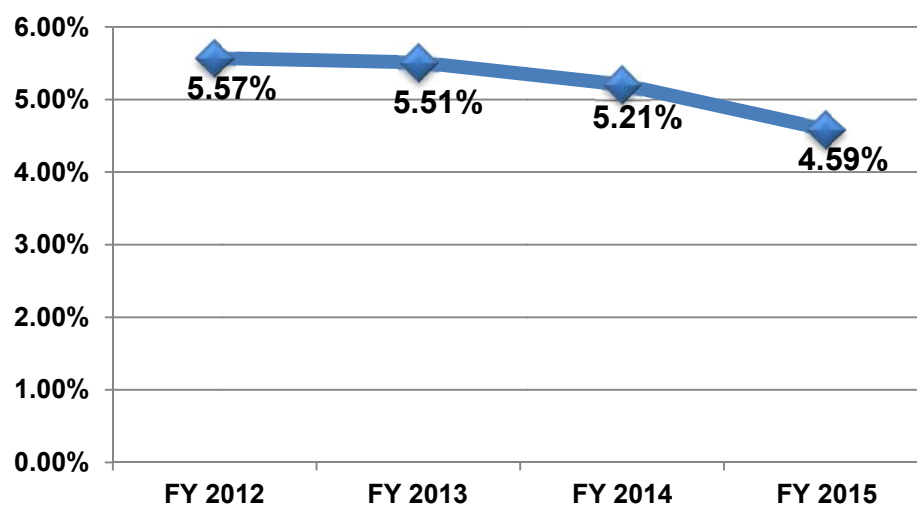
MEASURE 1: Maintain or improve the City's bond rating.

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
Standard & Poor's	AA	AA+	AA+
Fitch	AA+	AA+	AA+

Comment:

Standard & Poor's upgraded the City's bond rating to AA+ in FY 2014.

MEASURE 2: Debt Service as a percentage of operating expenditures



MEASURE 3: Long-term debt as a percentage of assessed property valuation

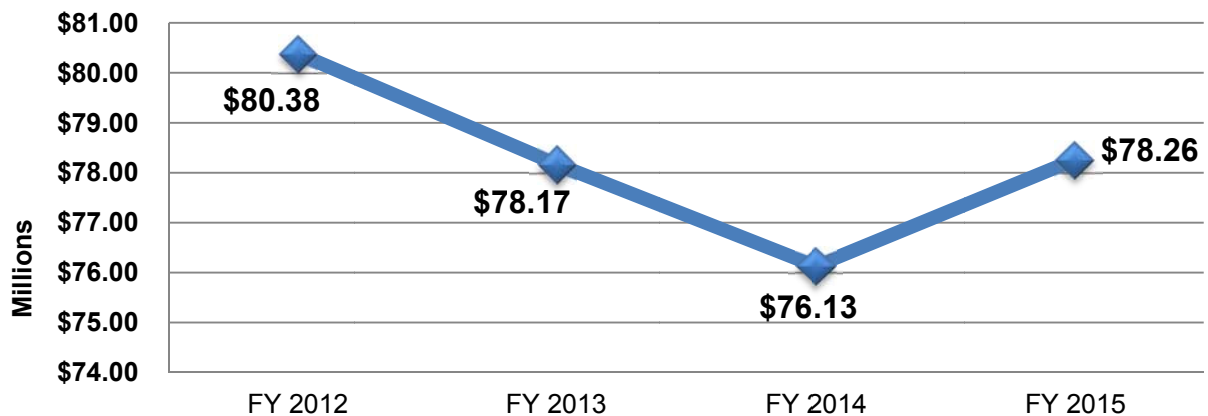
<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
1.31%	1.31%	1.36%

MEASURE 4: Revenues per capita

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
\$2,582	\$2,624	\$2,673

MEASURE 5: Expenditures per capita

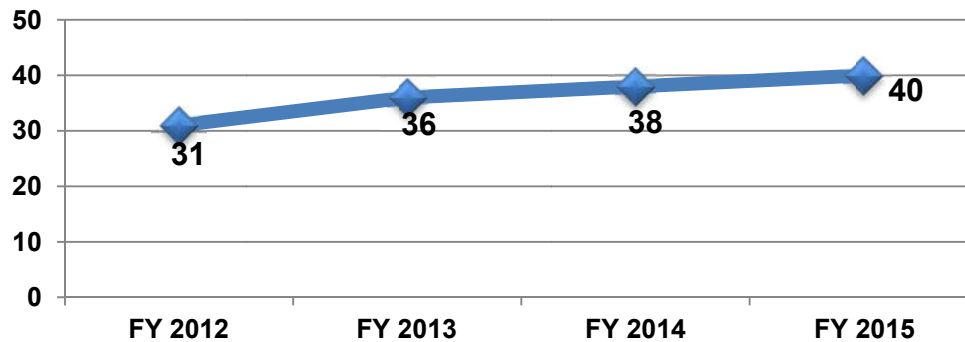
<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
\$2,576	\$2,613	\$2,662

MEASURE 6: Inflation adjusted real estate property tax revenue (in 2012 dollars)**MEASURE 7: Percent of amended budgeted revenues collected**

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
99.79%	99.58%	100.27%

5. Use of Online Services**MEASURE 1: The level of activity of internet services by internal and external customers.**

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
Website visits per month	120,121	128,537	223,106

MEASURE 2: Number of internet based services available to the public.**6. Local/Regional Collaboration****MEASURE 1: Maintain or increase the number of formal partnerships.**FY 2013

51

FY 2014

53

FY 2015

56

7. External/Internal Audit Reports**MEASURE 1: Number of auditing findings.**FY 2013

22

FY 2012

21

FY 2015

21

MEASURE 2: Compliance of audit findings.FY 201321 of 30 finding from
current and previous year
closedFY 2014

17 findings closed

FY 2015

17 findings closed

MEASURE 3: Average number of recommendations per audit that help clients innovate operations to reduce costs, increase productivity, or improve customer service.FY 2013

0.125

FY 2014

0.89

FY 2015

0.9

GOOD GOVERNMENT			
DEPARTMENT	OFFER NAME	RANK	OFFER TOTAL
Real Estate Valuation	Real Estate Taxation	1	\$1,748,055
Real Estate Valuation	Reinstate Treasurer Clerk I Position		\$27,986
Commissioner of the Revenue	Personal Property Tax Administration and Motor Vehicle License	2	\$877,869
Commissioner of the Revenue	Request for Tax Systems Analyst		\$48,159
Finance	Other Local Trust Taxes	3	\$151,695
Finance	Accounts Receivable Billing and Collections Services	4	\$499,555
Planning, Building, & Development	Permit Center	5	\$262,415
Treasurer	Miscellaneous Revenue Collections and Administration	6	\$122,912
Finance	Payroll	7	\$268,302
Finance	Accounts Payable	8	\$252,195
Treasurer	Set Off Debt Collection Program	9	\$53,707
Technology	Business Applications Support	10	\$1,437,141
Commissioner of the Revenue	Business License Taxation	11	\$341,568
Commissioner of the Revenue	Taxation Programs Commonwealth of Virginia	12	\$180,428
Human Resources	Human Resources - Salary Administration	13	\$216,956
Management & Budget	Budget Development	14	\$280,368
Risk Management	Risk Management and Worker's Compensation Administration	15	\$769,554
Finance	Retirement Plans Administration	16	\$517,295
Purchasing	Procurement Services	17	\$373,309
Treasurer	Cash Management and Investment Services	18	\$267,652
Human Resources	Human Resources - Employment Services	19	\$307,690
Management & Budget	Budget Administration	20	\$138,641
Human Resources	Human Resources - Benefits Administration	21	\$1,080,330
City Attorney	Legal Counsel	22	\$987,410
Purchasing	Contract Management Services	23	\$89,039
Finance	Fund Accounting & Financial Reporting	24	\$611,056
Risk Management	Auto and General Liability Claims Administration	25	\$70,673

GOOD GOVERNMENT			
DEPARTMENT	OFFER NAME	RANK	OFFER TOTAL
City Manager	Leadership, Management and Oversight	26	\$880,704
Registrar	Conduct of Elections - Local/State/Federal	27	\$269,921
Risk Management	Safety Training/Loss Prevention and Control	28	\$77,889
Management & Budget	Capital and Financial Planning	29	\$213,920
Commonwealth's Attorney	Handle Collection of Court Costs and/or Fines for the Roanoke City Courts	30	\$87,760
Human Resources	Human Resources - Organizational Development	31	\$568,838
Human Resources	Employee Recognition Program		\$10,000
Human Resources	Learning Specialist		\$26,545
Municipal Auditing	Performance Auditing	32	\$565,218
Clerk of Circuit Court	Circuit Court Clerk Performance of State Mandated Duties	33	\$1,619,844
Board of Equalization	Board of Equalization	34	\$11,512
Treasurer	Dog Licensing	35	\$33,979
Registrar	Voter Registration Services	36	\$122,921
City Clerk	Technical support and administrative services to Constituents	37	\$443,750
City Council	City Council	38	\$264,353
Management & Budget	Provide Management, General Administrative, and Departmental Support Services	39	\$164,668
Management & Budget	Lean/Six Sigma Coordinator		\$75,407
Municipal Auditing	Coordinate Annual Independent Audit of City CAFR	40	\$171,192
Management & Budget	Travel Policy Administration	41	\$29,245
Municipal Auditing	Fraud, Waste and Abuse Hotline	42	\$25,476
Communications	Public Information: Make City News Accessible and Promote the City of Roanoke	43	\$233,112
Outside Agency	RVTV: Roanoke Valley Television		\$211,361

Good Government

Offer Executive Summary

Offer: Real Estate Taxation		Rank: 1
Dept: Director of Finance		Factor: Responsible Financial Management
Outcome: Efficient Fiscal Operations		Existing

Executive Summary:

Real estate taxation is mandated by the State Code of VA & the code of the City of Roanoke. Real Estate Valuation assesses all the real property in the City of Roanoke on an annual basis. Commissioner of Revenue's office taxes 45,657 properties that generate \$82,334,610. The Treasurer mails out the real estate tax statements & processes the payment into the revenue collections system. The Treasurer also provides a strategic collections program for delinquent accounts inclusive of administering Tax Sales & bankrupt accounts. The Tax Sale program allows tax delinquent property to be auctioned for delinquent taxes & liens thereby recovering taxes & costs as well as improving blighted property & protecting the city's interests. These offices jointly provide on an annual basis, efficient and effective management of the City's \$8.8 billion in real estate assets (6.9B taxable) which generates approximately 30% of its \$277 million annual operating budget.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Dollar amount of real estate taxes billed	\$80,000,000	\$80,000,000	\$79,930,504
Percentage of Real Estate Taxes collected for the delinquent tax years 1994-2014.	45%	N/A	N/A
Sales Ratio / Coefficient of Dispersion	95%/10%	95%/10%	96.83%/9.28%

Seller/Owner: 1235 - Real Estate Valuation

Offer: Reinstate Treasurer Clerk I Position		Rank: 1
Dept: Director of Finance		Factor: Responsible Financial Management
Outcome: Efficient Fiscal Operations		Supplemental

Executive Summary:

The Treasurer provides a strategic collections program for delinquent real estate accounts inclusive of administering Tax Sales & bankrupt accounts. The Tax Sale program allows the Treasurer to auction properties for delinquent taxes & liens thereby recovering taxes & costs as well as improving blighted property & protecting the city's interests. The importance of collecting Real Estate accounts as soon as possible is critical. Currently, the Treasurer's Office is taking approximately 60 properties a year to Tax Sale. This process takes approximately 5 months from the day of the tax sale to complete all of the paperwork and get new Tax Statements sent to the new owner. The Tax Sale process is also a continuing process throughout the entire year to identify the next set of properties for the City Attorney's Office to start the process. The reinstatement of this Treasurer Clerk I position would help to further bolster the Office's collection efforts.

Seller/Owner: 1235 - Real Estate Valuation

Good Government

Offer Executive Summary

Offer:	Personal Property Tax Administration and Motor Vehicle License	Rank: 2
Dept:	Commissioner of the Revenue	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

This program is a comprehensive offer which includes the assessment, billing and collections of Personal Property, Motor Vehicle License, Business Personal Property, and Machinery and Tools taxation. As established by Title 58.1 of the Code of Virginia the Commissioner of the Revenue is charged with assessing these taxes. This operation involves assessing approximately 136,014 tax accounts and 120,101 Vehicle License with a current year revenue of \$33.6 million which represents over 8.0% of the city's total revenues. The Treasurer's Office supports this program through receiving all payments, generating past due statements, refunds and business correspondence as well as administering the DMV Stop Program. The Treasurer's Office also provides a strategic collections program for delinquent Personal Property accounts. Bankrupt accounts are administered in order to comply with federal law and to protect the city's interests.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of motor vehicle license assessments	120,000	120,000	120,010
Number of personal property assessments	136,000	136,000	136,014
Percent of Personal Property taxes collected for the current year.	90%	90%	94.20% current / 55.30% delinquent

Seller/Owner: 1233 - Commissioner of the Revenue

Offer:	Tax Systems Analyst	Rank: 2
Dept:	Commissioner of the Revenue	Factor: Efficient & Effective Operations
Outcome:	Streamlined Processes	Supplemental

Executive Summary:

The Commissioner of the Revenue must be able to maintain high volume public service levels related to taxation and technology. The current business model places subject matter experts in taxation (CoR staff) in contact with technology experts (DoT staff). As business requirements have advanced rapidly the Commissioner must establish a "Tax Systems Analyst" that works daily in application of tax laws, rules, and regulations that will directly link with DoT staff on all technology matters requiring assistance from DoT.

Seller/Owner: 1233 - Commissioner of the Revenue

Offer:	Other Local Trust Taxes	Rank: 3
Dept:	Director of Finance	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

This offer is for Administration and Collection of Local Trust Taxes including the Prepared Food and Beverage, Admissions, Transient Occupancy, Consumer Utility Taxes, Rights of Way Use Fee, Consumption Tax, Cigarette Tax, and various Franchise Fees. This includes applying collection procedures, billing, customer service, and training for businesses and along with joint work with other state and local agencies including appeals, hearings, and court action as needed. This offer provides for an audit function which is important to ensure accurate tax payments. Sales tax revenue monitoring and auditing is provided to ensure the city receives its share of the 1% state sales tax. This program includes auditing, monitoring, field visits, collections actions, as well as enforcement due to the unique nature of these "trust" taxes. The total revenue administered by this functional area is \$50.0 million.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Dollar value of local taxes administered per FTE	\$24,000,000	N/A	\$24,569,153
Number of local tax accounts administered per FTE	300	N/A	333
Percent of delinquency to total tax base	1%	1%	1%

Seller/Owner: 1231 - Finance

Good Government

Offer Executive Summary

Offer:	Accounts Receivable Billing and Collections Services	Rank: 4
Dept:	Director of Finance	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

Accounts Receivable provides a centralized invoicing, billing, and collections process for city receivables to allow for revenue generation, comprehensive audit controls, and compliance with accounting functions. This ensures revenues are maximized in an efficient and seamless manner while providing consistent customer service. This key service produces approximately 12,000 statements and collection reports totaling \$163M in revenue annually. This key business centralizes all of the city's miscellaneous billings from false alarms, emergency medical services, and leases to weed and demolition billings to rental inspection invoices and intergovernmental and grant billings. Collection procedures are applied so that customers receive one consolidated invoice for all city debts. Tracking, reporting, interfacing with accounting, and maintaining separation of duties ensures a professional collection system that provides proper customer service with efficiency and effectiveness.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Dollar value of Accounts Receivable billings administered/generated annually per FTE	\$74,091,000	\$74,091,000	\$83,101,816

Seller/Owner: 1231 - Finance

Offer:	Permit Center	Rank: 5
Dept:	Planning Building and Development	Factor: Efficient & Effective Operations
Outcome:	Streamlined Processes	Existing

Executive Summary:

The Permit Center (PC) is a one-stop center for developers, contractors, and citizens undertaking projects and serves as the intake point for all permits creating an efficient and seamless process. The PC handles an immense quantity of information and constantly applies technology and best practices to aid in its management. The PC's goal is timely review of applications (efficiency) while providing safeguards to ensure proper reviews prior to permit issuance (effectiveness). Staff has knowledge of regulatory programs/processes. Empowering these employees allows many decisions and approvals to be made at the time of application, leading to significant improvement in approval times. At this time approximately 60% of applications are approved by the Technicians on an "on-demand" basis and basic development plans have typically been reviewed in 24 hours.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of permits reviewed within city code established time limits	75%	75%	80%
Percentage of Applications Properly Screened/Routed	90%	90%	80%
Permit Activities Initialized per Full-Time Equivalent (FTE)	1,000	1,000	1,019

Seller/Owner: 8110 - Planning, Building and Development

Good Government

Offer Executive Summary

Offer:	Miscellaneous Revenue Collections and Administration	Rank: 6
Dept:	Treasurer	Factor: Responsible Financial Management
Outcome:	Accurate Accounting	Existing

Executive Summary:

Miscellaneous revenue collections consist of the receipting into the Revenue Collections system the following taxes and fees: Admissions tax, building permits, Citywide collections, meals tax, moped vehicle fees, parking tickets, public vehicle fees, short term rental tax, transient tax, utility taxes, and all other monies received from the State of Virginia the Federal agencies, and other City departments.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of current year miscellaneous taxes and fees collected within 5 days of all tax deadlines	99%	99%	N/A
Percent of current year miscellaneous taxes and fees collected.	99%	N/A	100%

Seller/Owner: 1234 - City Treasurer

Offer:	Payroll	Rank: 7
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Payroll (PAY), a functional area in the Department of Finance, is responsible for paying employees of the City and also serves as a payroll service agent for the City's Pension Plan. PAY ensures compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, and issuing wage and tax reporting statements.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of payments issued to employees for hours worked.	46,500	46,500	46,188

Seller/Owner: 1231 - Finance

Good Government

Offer Executive Summary

Offer:	Accounts Payable	Rank: 8
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Accounts Payable (AP), a functional area within the Department of Finance, acts as the central vendor payment processor for all goods and services purchased by City departments and entities where the City serves as fiscal agent. Vendor payments include invoices, disbursements which originate from interfaced systems (ie. Lawson Payroll System, Public Assistance from Human Services, Jury from Civil and Criminal Court Services, and the Commissioner of Revenue). This area also provides oversight and reviews purchasing card transactions, prepares 1099s as required by IRS, and maintains documentation on approximately 5,000 vendors. AP works closely with each functional area of the city to provide both education and customer service to administrative staff to facilitate the accurate and timely payment of all disbursed city funds.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of payment transactions (ie. Invoices, interfaces, Payment Vouchers, Travel and Expense Reimbursements, Refunds) processed monthly	1,200	1,200	1,945
Percentage of active purchasing vendors receiving payment via electronic funds transfers (EFT's).	20%	15%	18%
Total dollar value of Purchasing Card (PCard) transactions.	\$8,000,000	\$7,000,000	\$8,297,697

Seller/Owner: 1231 - Finance

Offer:	Set Off Debt Collection Program	Rank: 9
Dept:	Treasurer	Factor: Efficient & Effective Operations
Outcome:	Streamlined Processes	Existing

Executive Summary:

The Treasurer's Office will administer the City's Set-Off Debt Collection program in conjunction with the Virginia Department of Taxation whereby income tax refunds or lottery winnings are intercepted and applied to a variety of debts owed to the city including library fines, accounts receivables, personal property, real estate, business license, and local tax debts. We also use this program to aid outside agencies such as Schools, Civic Center, and Lancor (Park Roanoke). The amount of claims submitted for calendar year 2015 was \$9.9 million. This program is important to the city for revenue generation and uses technology interfaces to operate efficiently. This is an effective program for handling high volumes of lower dollar debts and keeps costs low for taxpayers while ensuring everyone pays their fair share by using all the tools and programs available to collect delinquent debts. The revenue collected in 2015 through November 2015 was \$792,369.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of finalized set off debt claims received by the State that the City is eligible to receive	85%	N/A	N/A

Seller/Owner: 1234 - City Treasurer

Good Government

Offer Executive Summary

Offer:	Business Applications Support	Rank: 10
Dept:	Technology Fund	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Existing

Executive Summary:

The Application Support (AS) Division of DoT designs, codes, tests, implements, and supports business applications and web application software for all business functions throughout the city and for the Civic Center on an as-needed basis. The AS staff also provide various other services that are software related: project management, application integration, vendor relationship management, implementation planning, contract negotiation and more.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percentage of in-house developed applications that require a follow-up release due to defects and er	50%	N/A	N/A
Percentage of systems that are greater than 3 major releases behind or are currently unsupported.	20%	N/A	N/A
Time spent with City Departments discussing technology needs and planning for business improvements.	2,000	N/A	N/A

Seller/Owner: 1601 - Technology Fund

Offer:	Business License Taxation	Rank: 11
Dept:	Commissioner of the Revenue	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

By authority of Title 58.1 Code of Virginia the Commissioner of the Revenue is charged with assessing the Business License Tax. This operation involves assessing approximately 7,300 license tax accounts with a current year revenue of \$13,068,093.00 which represents almost 5% of the city's total revenues. Additionally the Short Term Rental Tax program is administered completely through the Commissioner's Office with 49 accounts generating \$118,366 in revenue. The Treasurer's Office supports this program through receipting all payments, generating past due statements, refunds and business correspondence including required certification for proof of payment. The Treasurer's Office also provides a strategic collections program for delinquent Business License accounts. Bankrupt accounts are administered in order to comply with federal law and to protect the city's interests.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of business licenses issued	7,500	7,500	7,156
Percent of Business License taxes collected for current year.	99%	99%	98.87% current / 20.27% delinquent
Percent of Business License taxes collected for delinquent tax years.	45%	N/A	N/A

Seller/Owner: 1233 - Commissioner of the Revenue

Good Government

Offer Executive Summary

Offer: Taxation Programs Commonwealth of Virginia	Rank: 12
Dept: Commissioner of the Revenue	Factor: Responsible Financial Management
Outcome: Efficient Fiscal Operations	Existing

Executive Summary:

The Commissioner of the Revenue provides local processing and the Treasurer provides collection services to the Citizens of the City of Roanoke for Virginia State Income Tax, Bank Franchise Tax, Public Service Corporation Tax and Virginia State Sales Tax Registration Center for Roanoke. The duties related to these services are detailed in Code of Virginia 58.1.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Dollar amount of state taxes assessed	\$6,350,000	\$6,350,000	\$5,282,215
Number of State Income Tax returns processed	12,000	12,000	11,102
Percent of State Income tax collected was processed within the same day as the funds were received.	99%	99%	100%

Seller/Owner: 1233 - Commissioner of the Revenue

Offer: Human Resources - Salary Administration	Rank: 13
Dept: Human Resources	Factor: High Performing Employees
Outcome: Highly Competent, Well-Trained Staff	Existing

Executive Summary:

Competitive pay is needed to attract, motivate and retain high quality employees. Competitive pay is critically linked to the successful performance of the organization. Human Resources works to ensure that fair and equitable compensation is competitive with the local and regional marketplace, while meeting state and federal regulations. The City of Roanoke has over 1,600 FTEs in addition to many temporary positions, and many grant funded positions requiring oversight of salaries and duties. Personnel expenses account for about one third of all City of Roanoke expenses.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of City titles that are 90% or greater of the "Virginia First Cities" market average	90%	90%	N/A

Seller/Owner: 1261 - Human Resources

Offer: Budget Development	Rank: 14
Dept: Management and Budget	Factor: Responsible Financial Management
Outcome: Effective Fiscal Planning & Budgeting	Existing

Executive Summary:

Budget Development is an integral part of City operations. The City's budget provides a central location for the mechanical framework for City operations. Citizens are able to access information regarding programs and services that will be provided for the next fiscal year through the budget process. The process provides a mechanism for citizen input and Council engagement as the budget is developed.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percentage of GFOA Distinguished Budget Presentation Awards criteria that score 'Proficient' or higher.	95%	95%	100%
Receipt of the Government Finance Officers Association Distinguished Budget Presentation Award.	Yes	Yes	Yes

Seller/Owner: 1212 - Management and Budget

Good Government

Offer Executive Summary

Offer:	Risk Management and Worker's Compensation Administration	Rank: 15
Dept:	General Services	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

The goal of risk management is to protect the City's assets - employees, property and monetary funds. The preservation of city assets allows the organization to operate more efficiently by ensuring that employees are able to perform their jobs, city property is adequately protected from catastrophic loss, and taxpayer dollars are not wasted on unnecessary claims that could have been prevented. Good risk management protects the City's reputation which is important when citizens are deciding various tax or bond referendum issues. Protection of assets is accomplished by ensuring compliance to standards, administration of Worker's Compensation in compliance with the Virginia Worker's Compensation Act, administration of the purchase of insurance and bonds including property, flood, boiler & machinery, volunteer, environmental, excess policies for police and general and auto liability and self-insured retentions, and ADA coordination in compliance with the Americans with Disabilities Act.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of work injuries reported within 72 hours of accident or injury	75%	85%	75.5%
Percentage reduction in the number of lost work claims.	65%	10%	0%

Seller/Owner: 1262 - Risk Management

Offer:	Retirement Plans Administration	Rank: 16
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Administration of the City's retirement plans includes the multiple employer defined benefit plan, the 457 defined contribution and 401 plans, the post employment health and dental care plans. Compliance with City Code, generally accepted accounting principals, generally accepted actuarial standards of practice, Internal Revenue Code, and laws of the Commonwealth of Virginia to maintain financial stability and viability of the plan are the key factors governing this administration. Fiduciary Responsibility, coordination, communication, and education of Board of Trustees also fall under this area.

Retirement (RETIRE), a functional area in the Department of Finance, is responsible for paying retirees and providing service and education to active, deferred vested and retired employees of the City. RETIRE ensures compliance with Federal and State tax withholding mandates, withholding and remitting of taxes and other deductions, and issuing pension wage and tax reporting statements.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of employees participating in the 457 Deferred Compensation Plan	75%	75%	57%
Percentage of GFOA Certificate in Financial Reporting criteria that score "Proficient" or higher.	100%	100%	Pending GFOA determination
Receipt of Government Finance Officers Association (GFOA) Certificate of Achievement of Excellence for the Pension Plan Comprehensive Annual Financial Report (CAFR).	Yes	Yes	Pending GFOA determination

Seller/Owner: 1231 - Finance

Good Government

Offer Executive Summary

Offer:	Procurement Services	Rank: 17
Dept:	General Services	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

The Purchasing Division oversees purchasing activities for Roanoke in accordance with the Virginia Public Procurement Act (VPPA) and the City's procurement policies and procedures. Responsibilities include planning, purchasing, and contracting for all supplies, materials, equipment, and contractual services required by any/all City departments; overseeing the contracts, leases and agreements database; administering the purchasing card program, wireless communication program, records management program, surplus property program; and approving all purchase orders and contract or service agreement payments. Procurement is an important municipal function for ensuring that the City meets its organizational goals. The Purchasing Division is critical to enhancing program and project delivery for City departments.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Average # of calendar days from acceptance of specifications to purchase order/contract execution for formal competitive sealed bidding solicitation (Invitation to Bid) issued by Purchasing Division staff	60	60	N/A

Seller/Owner: 1237 - Purchasing

Offer:	Cash Management and Investment Services	Rank: 18
Dept:	Treasurer	Factor: Responsible Financial Management
Outcome:	Accurate Accounting	Existing

Executive Summary:

Cash receipting begins the cash management cycle in the Treasurer's office. Funds coming in each day must be processed through a system whereby proper security and accounting controls are exercised over the funds. The Treasurer shall deposit intact all money received each day into a bank that qualifies under the Security for Public Deposit Act. The Treasurer is responsible for overseeing the investment of the City's idle funds. The Treasurer is responsible for reconciling all cash balances with the City's financial institutions monthly.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of basis points to outperform the Local Government Investment Pool (LGIP) rate for the City's investments	10	10	12
To process money received for the payment of taxes and fees in the same day received with the except	100%	100%	N/A
To receipt all revenue received into the City's system and deposit into the City's bank account.	100%	N/A	100%

Seller/Owner: 1234 - City Treasurer

Good Government

Offer Executive Summary

Offer:	Human Resources - Employment Services	Rank: 19
Dept:	Human Resources	Factor: High Performing Employees
Outcome:	Highly Competent, Well-Trained Staff	Existing

Executive Summary:

The Human Resources Department is a full-service operation serving the needs of the workforce. As a trusted partner of the customers we serve, Human Resources will enable and support an inspired workforce. Human Resources is individually and collectively compelled to provide outstanding public service which positively impacts our community. Employment Services provided by the HR Department include:

- Offering equal employment opportunities, compliance with affirmative action and promotion of diversity
- Grievance policy administration
- Personnel operating procedures and legal compliance administration
- Facilitation of employee/employer conversations
- Problem resolution, to include progressive discipline
- Acceptance of applications, screening of qualified candidates and making offers of employment
- Succession Planning Management

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Average number of days it takes for an incumbent to be hired from date job was posted	90	N/A	68
Number of annual new hires that remain tenured one year or longer.	120	120	N/A
Percent of city employees that attended mandatory learning workshops	12-15	N/A	N/A

Seller/Owner: 1261 - Human Resources

Offer:	Budget Administration	Rank: 20
Dept:	Management and Budget	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Existing

Executive Summary:

Will provide for the administration of the annual operating and capital improvement program. This includes such activities as expenditure monitoring, City Manager Transfers, year-end close out, and financial reporting.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of Department Budget Contact meetings held annually.	3	3	0
Percent of favorable satisfaction ratings received on internal customer survey regarding budget development, budget administration, support services and planning services assistance provided	95%	95%	95%

Seller/Owner: 1212 - Management and Budget

Good Government

Offer Executive Summary

Offer:	Human Resources - Benefits Administration	Rank: 21
Dept:	Human Resources	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Existing

Executive Summary:

As a part of the total compensation packet, benefits are needed to attract, motivate, and retain high quality employees. Certain benefits are mandated by federal regulations, and administration of these benefits includes ensuring compliance with those mandates.

Wellness for Life Medical, LLC, a private operator of medical clinics, manages the operations of our Employee Health Clinic. As a result, the clinic is more responsive to employees who need medical attention for a wider range of conditions. In conjunction with Wellness for Life Medical, Human Resources provides administration of all health coverage and services (EAP, Health/Benefits Fair, Random Drug Screens, FMLA, etc.) to ensure retention of a well qualified and healthy workforce.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Annual increase/decrease to employee medical insurance premiums.	5%	5%	N/A
Number of health and wellness related training programs provided per calendar year	4	N/A	N/A
Percent of Public Safety physicals completed within the calendar year	95%	N/A	N/A

Seller/Owner: 1261 - Human Resources

Offer:	Legal Counsel	Rank: 22
Dept:	City Attorney	Factor: Efficient & Effective Operations
Outcome:	Best Practices	Existing

Executive Summary:

Section 26 of the City Charter establishes the duties and responsibilities of the Office of the City Attorney. The Office of the City Attorney is the law firm for the City, the Roanoke City School Board, and for all officers and departments with respect to their official duties. The Office of the City Attorney provides advice, counsel, and representation to these clients.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Amount of settlements and judgments as a percentage of amounts claimed in tort litigation against the City.	10%	10%	0.6%
Number of days after receipt to review and approve as to form routine legal documents.	2	2	2
Percent of time legal representation present to represent the City's interest at all adversarial administrative hearings.	100%	100%	100%

Seller/Owner: 1220 - City Attorney

Good Government

Offer Executive Summary

Offer:	Contract Management Services	Rank: 23
Dept:	General Services	Factor: Efficient & Effective Operations
Outcome:	Streamlined Processes	Existing

Executive Summary:

The Purchasing Division maintains and manages suspense dates for all City of Roanoke Contracts as well as the central contracts and leases database. The Purchasing Division manages the Procurement Card Contract, the Wireless Use Contract, the Office Supply Contract, the Janitorial Supply Contract, the Printing Contracts, the Uniform Rental contract, the Towing List contracts, and the Maintenance & Repair Supply contract. The Purchasing Division administers and manages the City's Records Management Program in accordance with the Code of Virginia's Virginia Public Records Act (VPPA). Contract management requires best value determination, timeliness, allocation of resources, research of alternative approaches, flow of communication, training, and understanding of the market & associated risks for services. The Records Management Program is mandated by the State and ensures that the procedures for managing and preserving the City's public records are carried out in a uniform manner.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of days upon approval as to form by the City Attorney's Office to bring contracts to full execution should be 14 days	14	7	N/A
Percent of City departments and agencies in compliance with the state mandated records program	100%	N/A	972

Seller/Owner: 1237 - Purchasing

Offer:	Fund Accounting & Financial Reporting	Rank: 24
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Fund Accounting and Financial Reporting (FA), a functional accountability within the Department of Finance, is charged with providing financial management/accounting services to City departments to assist them with accomplishing their missions, and to our external customers. FA handles fund accounting, financial reporting, administration of existing debt and the support/guidance of possible future debt activities in connection with the City's strategic Capital Improvement Plan (CIP).

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of Principle and Interest (P & I) bond payments made to bond authorities.	15	13	19
Percentage of GFOA Certificate of Achievement in Financial Reporting criteria that score "Proficient" or higher.	100%	100%	Pending GFOA determination
Receipt of Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).	Yes	Yes	Pending GFOA determination

Seller/Owner: 1231 - Finance

Good Government

Offer Executive Summary

Offer:	Auto and General Liability Claims Administration	Rank: 25
Dept:	General Services	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

Claims administration aims to reduce the frequency and severity of claims caused by the negligence of our employees. Because the City is self-insured, we handle all auto and general liability claims. The Commonwealth and its counties receive sovereign immunity because of the nature of the governmental functions it performs but, is not entitled to absolute immunity when it engages in a proprietary function and may be held liable for failing to exercise the function or for negligence in the exercise of the function.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Successfully close 80% of AL and GL claims not in litigation within 6 months of receipt	80%	80%	N/A

Seller/Owner: 1262 - Risk Management

Offer:	Leadership, Management, and Oversight	Rank: 26
Dept:	City Manager	Factor: Effective Leadership
Outcome:	Broad Vision	Existing

Executive Summary:

The City Manager's Office is responsible for the administration of City government including:

- Ensuring that laws and ordinances are enforced
- Proper administration of the affairs of the City
- Recommending to Council for adoption measures deemed necessary
- Making reports to Council on the affairs of the City
- Recommend and execute an annual budget

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of residents from Citizen Survey who agree that government performance is improving	80%	80%	N/A
Percent of residents from Citizen Survey who agree the services provided by City of Roanoke are worth the taxes paid by its citizens	80%	80%	N/A

Seller/Owner: 1211 - City Manager

Good Government

Offer Executive Summary

Offer: **Conduct of Elections - Local/State/Federal**
 Dept: Electoral Board
 Outcome: Compliance

Rank: 27

Factor: Efficient & Effective Operations
 Existing

Executive Summary:

The purpose of the Voter Registration and Elections Office in conducting elections is to enforce laws enacted by the Virginia General Assembly as mandated by the Virginia Code of Election Laws. In FY-16/17 there is one confirmed election: November 8, 2016 General Election for US President with the possibility of a primary election in the summer of 2016 (contingent on pending action re: congressional redistricting in Virginia). As has been the practice of this office in the past, funding is requested for only one election (Presidential Election) at this time. This office facilitates the qualification and filing processes of candidates who seek to run for public office.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of registered voters	62,000	62,000	N/A
Number of voting machines removed from service during an election due to equipment failure	0	0	N/A

Seller/Owner: 1310 - Electoral Board

Offer: **Safety Training/Loss Prevention and Control**
 Dept: General Services
 Outcome: Compliance

Rank: 28

Factor: Efficient & Effective Operations
 Existing

Executive Summary:

The goal of the Safety Program is to reduce and/or eliminate on-the-job injuries as well as to provide a safe, accident-free and healthy work environment for employees and citizens that visit City facilities. The primary purpose of the Safety Program is to address potential system failures before a loss and to provide a framework for investigating accidents and targeting corrective actions effectively to prevent future losses. Some level of risk is always present and therefore, accident investigation is an essential element of any organization's risk control program. Excellent safety and health conditions do not occur by chance. They are the result of diligent work, training and careful attention to City policies and procedures by everyone. Safety policies and training are an integral part of the City's personnel procedures and compliance is a condition of employment and must be taken seriously.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Reduction in the number of OSHA recordable accidents	10%	N/A	0%

Seller/Owner: 1262 - Risk Management

Good Government

Offer Executive Summary

Offer:	Capital and Financial Planning	Rank: 29
Dept:	Management and Budget	Factor: Responsible Financial Management
Outcome:	Effective Fiscal Planning & Budgeting	Existing

Executive Summary:

Capital and Financial Planning, a function of accountability within the Department of Finance and Department of Management & Budget, assists with planning the allocation of resources to provide services to citizens by developing revenue estimates, service to the budget committee for development of the annual operating budget, development of the Capital Improvement Plan, coordinating financial planning sessions with the City administration and City Council, as well as reporting a well articulated plan to Rating Agencies.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Compilation of annual Capital Improvement Program (CIP) plan and document	Yes	N/A	Yes
Percent of annual capital budget that is cash funded (vs. debt funded)	Less than 20%	Less than 20%	8.7%

Seller/Owner: 1212 - Management and Budget

Offer:	Handle Collection of Court Costs and/or Fines for the Roanoke City Courts	Rank: 30
Dept:	Commonwealth Attorney	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The Cost Collections Unit is responsible for the collection of delinquent State and Local fines and costs owed to the Roanoke City court system, which includes the Roanoke City Circuit Court, Roanoke City General District Court, and Roanoke City Juvenile & Domestic Relations Court.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Dollar value of Circuit Court Collection Fees	\$43,750	\$43,750	\$72,286.54
Dollar value of General District Court Collection Fees	\$115,500	\$115,500	\$213,905.22
Dollar value of Juvenile & Domestic Relations District Court Collection Fees	\$8,750	\$8,750	\$13,680.82

Seller/Owner: 2211 - Cost Collections Unit

Good Government

Offer Executive Summary

Offer: Human Resources - Organizational Development	Rank: 31
Dept: Human Resources	Factor: High Performing Employees
Outcome: Highly Competent, Well-Trained Staff	Existing

Executive Summary:

Acquiring, developing, deploying, engaging and retaining employees are all part of managing talent. Ensuring the right person with the right skills is in the right job at the right time is the basic tenant of the human resources profession. Talent management, which incorporates talent acquisition, the selection process, training, development and performance management, is key to City Council's strategic priority of effective government.

Volunteer recruitment augments the delivery of city services, strengthens programs, builds closer relationships with the City and its residents and aids City departments.

This function ensures that the City of Roanoke is an employer of choice by implementing and marketing programs, practices and policies that will attract a diverse pool of applicants for current and future vacancies. The city is dedicated to increasing cooperative efforts between local government and private citizens for the benefit of the local community.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
City of Roanoke Internship Program's placement rate of qualified interns within the organization	80%	N/A	N/A
Estimated dollar amount saved by expanding the use of volunteers throughout the organization.	\$1,100,000	\$1,100,000	N/A
Percent of employees reporting that learning/training will improve their job performance	90%	90%	N/A

Seller/Owner: 1261 - Human Resources

Offer: Employee Recognition Program	Rank: 31
Dept: Human Resources	Factor: High Performing Employees
Outcome: High Employee Morale & Engagement	Supplemental - New

Executive Summary:

Human Resources has proposed a new Employee Recognition Program (ERP) to City Administration in an effort to seek a fair and uniform method in which to administer recognition and rewards to deserving City employees in a timely manner. The program involves a 3-tiered employee recognition strategy where the recognition given is appropriate to the achievement and includes the progressive tiers of Tier I (Informal recognition/appreciation), Tier II (Formal recognition for valued behaviors), and Tier III (Formal recognition for major milestones). Past employee recognition efforts are no longer effective and were not administered on a consistent basis across departments. However, research has shown that recognition programs drive business results, increase employee engagement, manage culture/talent, reduce voluntary turnover, and reinforce an organization's core values and organizational brand.

Seller/Owner: 1261 - Human Resources

Offer: Learning Specialist	Rank: 31
Dept: Human Resources	Factor: High Performing Employees
Outcome: Highly Competent, Well-Trained Staff	Supplemental - New

Executive Summary:

Professional development and employee learning ensures that the city and the community we serve experiences a positive return on the investment made to attract, engage and retain a highly productive workforce. Building on the qualifications and skills individuals bring to the workplace, resources dedicated to enhancing, refining and further developing workforce skills maximizes the opportunities for employees to deliver quality services to the community.

Human Resources Employee Learning & Professional Development Division provides staff at all levels with structured learning and development options that serve to attract, develop, recognize, promote and retain valued individuals. A variety of skill development resources are available to prepare and support employees' ability to lead work groups and as individuals to deliver quality services. Investing in the workforce through development increases the value of the organization's prime assets, human capital.

Seller/Owner: 1261 - Human Resources

Good Government

Offer Executive Summary

Offer:	Performance Auditing	Rank: 32
Dept:	City Auditor	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Existing

Executive Summary:

Performance audits promote transparency and accountability by providing an independent and objective evaluation of the performance of various operations in the city, school system, and transit company. Audits help assure governing bodies and the general public that government operations are managing resources well, complying with laws and regulations, achieving desired outcomes, and providing services effectively, efficiently, economically, and equitably.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Assignments completed per FTE	8	8	N/A
Management satisfaction with the audit process and results.	4.0	4.0	N/A
Percentage of audit findings resolved	80%	80%	50%

Seller/Owner: 1240 - Municipal Auditing

Offer:	Circuit Court Clerk Performance of State Mandated Duties	Rank: 33
Dept:	Clerk of Courts	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Per the code of Virginia the Circuit Court Clerks office is solely responsible for over 800 duties including but not limited to: Receiving/reinstating civil & criminal cases, filing petitions, process subpoenas & summons, process criminal orders, process appeals to higher court, collect fines costs & fees, record index & scan all legal instruments, collect recordation fees & taxes for land records, process financing statements, issue marriage licenses, notary certificates, concealed weapons permits, fictitious names, store election ballots, administer oaths, process wills & fiduciary accounts, list of heirs, appoint executors, trustees, fiduciaries, administrators & guardians, set & record bonds, docket judgments & releases, issue abstracts & executions, issue & process garnishments, administer & maintain individual accounts held in trust by the court, prepare financial transaction reports for state, local, federal agencies, maintain accurate records of all fines cost & tax collected.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
% of land records, judgments, wills/probate, civil/criminal cases, received/processed/recorded	99%	99%	99%
% of marriage licenses, concealed handguns, notary oaths, name changes processed while customers wait	100%	100%	100%
% of trust accounts & propriety accounts, administered, maintained, collected & disbursed daily	100%	100%	100%

Seller/Owner: 2111 - Clerk of Circuit Court

Good Government

Offer Executive Summary

Offer: Board of Equalization	Rank: 34
Dept: Director of Finance	Factor: Responsible Financial Management
Outcome: Efficient Fiscal Operations	Existing

Executive Summary:

The Board of Equalization (BOE) is a three-member team that has specific powers that are limited to the review of real estate taxation. These include ensuring fair and equitable assessments of taxpayers who appeal their assessments of real property in the City of Roanoke. The BOE is a separate entity from the Office of Real Estate Valuation. They are selected and sworn in by the Circuit Court Judge and are not answerable to the Office of Real Estate Valuation.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Average number of appeals processed per day	2.0	2.0	2
Total cost per appeal	\$192	\$192	\$233

Seller/Owner: 1236 - Board of Equalization

Offer: Dog Licensing	Rank: 35
Dept: Treasurer	Factor: High Performing Employees
Outcome: Excellent Customer Service	Existing

Executive Summary:

By authority of Title 3.2-6524 of the State Code: It shall be unlawful for any person to own a dog unless such dog is licensed. Per the Code of Virginia, all dogs must be vaccinated for rabies and must be licensed in the locality where the dog resides. The licensing resides in the Treasurer's Office.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
% of dog vaccination information received by veterinarian's offices entered into system	100%	100%	N/A

Seller/Owner: 1234 - City Treasurer

Offer: Voter Registration Services	Rank: 36
Dept: Electoral Board	Factor: Efficient & Effective Operations
Outcome: Compliance	Existing

Executive Summary:

This projected budget offer for FY16/17 provides funding to continue essential voter registration administrative services as mandated by the Virginia Code of Election Law defined in code sections 24.2-411 through 24.2-469. The purpose of this office is to maintain accurate voter registration records for all who are legally permitted to register to vote in Virginia.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of voter registration drives held at each high school	4	4	4

Seller/Owner: 1310 - Electoral Board

Good Government

Offer Executive Summary

Offer:	Technical support and administrative services to Constituents	Rank: 37
Dept:	City Clerk	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The Office of the City Clerk, a time honored and vital part of local government, exists throughout the world and is the oldest among public servants and provides the professional link between the citizens, the local governing bodies and agencies of government at other levels and serves as the information center on functions of local government and community. The City Clerk is one of five officers appointed by the Roanoke City Council. Primary duties and responsibilities are set forth in the City Charter and the Code of the City of Roanoke and State statutes pertaining to the Virginia Freedom of Information Act, Virginia Conflict of Interests Act and the Virginia Public Records Act. The City Clerk is the historian of the official records and keeper of the Corporate Seal.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of City Code amendments transmitted to Municipal Code Corporation by email and U. S. mail within 5 business days of adoption by the City Council.	100%	100%	100%
Percent of requests for information processed within five business days as required by FOIA.	95%	95%	95%
Percentage of City Council actions from regular meetings of Council posted on website and/or distributed to the general public or City departments within 3 business days of the conclusion of the Council meeting.	100%	100%	100%

Seller/Owner: 1120 - City Clerk

Offer:	City Council	Rank: 38
Dept:	City Council	Factor: Effective Leadership
Outcome:	Broad Vision	Existing

Executive Summary:

City Council's chief responsibility is to formulate City policy, it appoints the major policy making boards and commissions and officers of the Council. All actions by the Council shall be recorded in the Journal of the Council, which is the official record. The Council's Rules of Procedure are governed by Roberts' Rules of Order; Council may adopt rules of conduct that the members may be governed by. The Council as presently composed shall continue and shall consist of seven members, one of which shall be the Mayor, all of whom shall be elected at large and shall serve for the respective terms as set forth in Section 4 of the Roanoke City Charter.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of residents from Citizen Survey who rate the quality of life in the City of Roanoke as "good" or "excellent"	78%	78%	N/A - no survey conducted%

Seller/Owner: 1110 - City Council

Good Government

Offer Executive Summary

Offer: Provide Management, General Administrative, and Departmental Support Services	Rank: 39
Dept: Management and Budget	Factor: Efficient & Effective Operations
Outcome: Effectively Managed Resources	Existing

Executive Summary:

The Department of Management and Budget will assist departments with the effective utilization of resources by supplying staff support to analyze issues and process improvement. It will also assist with financial planning, departmental strategic business planning, and other planning activities as needed. It will guide the organization through a continued LEAN Six Sigma expansion. In addition, the Department will provide administrative oversight to City Administration for a variety of activities that either directly or indirectly impact a number of City Departments. These include but are not limited to the following: policy and procedures administration, cost accounting, vehicle usage, personnel requisition review and control, and requests by non-profit organizations for personal property and real estate tax exemption status.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of favorable satisfaction ratings received on internal customer survey regarding support services and planning services assistance provided	95%	95%	95%

Seller/Owner: 1212 - Management and Budget

Offer: Lean/Six Sigma Coordinator	Rank: 39
Dept: Management and Budget	Factor: Efficient & Effective Operations
Outcome: Streamlined Processes	Supplemental

Executive Summary:

The City of Roanoke embarked upon a Lean journey over 3 years ago and has made significant strides in providing training to employees in the principles of Lean and Lean Six Sigma (LSS). The two-pronged approach, in collaboration with Virginia Tech's Department of Industrial and Systems Engineering and the Center for Higher Learning has proven to be a great investment of time. In addition to capstone projects by VT students, employees have completed numerous projects across the organization. The Lean Six Sigma Steering Committee has completed strategic planning and determined that it is now imperative that coordination efforts encompass a Lean/Six Sigma Coordinator to continue and enhance current efforts.

Seller/Owner: 1212 - Management and Budget

Offer: Coordinate Annual Independent Audit of City CAFR	Rank: 40
Dept: City Auditor	Factor: Responsible Financial Management
Outcome: Accurate Accounting	Existing

Executive Summary:

The City is required to have its Comprehensive Annual Financial Report [CAFR] audited by an independent audit firm each year to ensure its presentation is in accordance with generally accepted accounting principals. Federal and State regulatory bodies also require independent opinions on the City's compliance with specific grants, laws, and regulations.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Auditor's Opinions received and filed with the APA by November 30th of each year.	Yes	Yes	N/A

Seller/Owner: 1240 - Municipal Auditing

Good Government

Offer Executive Summary

Offer:	Travel Policy Administration	Rank: 41
Dept:	Management and Budget	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The Department of Management & Budget will provide administrative oversight to ensure that all departments are in compliance with the City's Business and Training Expense Guidelines. Refer to Administrative Procedures 6.1 - 6.5. The provisions of this policy apply to any employee (full-time, part-time, temporary, and hourly) or guest of the City.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent compliance with the City's Business and Training Guidelines	100%	100%	100%
Percent of travel requests reviewed and processed within 3 business days	95%	95%	95%

Seller/Owner: 1212 - Management and Budget

Offer:	Fraud, Waste, and Abuse Hotline	Rank: 42
Dept:	City Auditor	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The hotline provides employees and the public with an avenue to report fraud, waste and abuse anonymously and confidentially through the internet or by phone.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent of hotline reports evaluated within 5 business days.	100%	100%	100%
Percent of hotline reports investigated and reported to the City Audit Committee	100%	100%	83.3%

Seller/Owner: 1240 - Municipal Auditing

Good Government

Offer Executive Summary

Offer:	Public Information: Make City News Accessible and Promote the City of Roanoke	Rank: 43
Dept:	City Manager	Factor: Effective Leadership
Outcome:	Approachable & Accessible	Existing

Executive Summary:

The Office of Communications builds positive relationships between local government and its constituents through program promotion and by making City news and information accessible. In addition, it communicates important goals and messages from city leaders in response to citizen concerns. Free flow of information and successful communication efforts builds trust between the City and the public. Best practices and innovative approaches to relay City messages include MyRoanoke news emails, website, television, e-newsletters, and social media to convey information instead of print products. The City demonstrates its Transparency by keeping information in the public eye regarding how it uses funds for initiatives, activities, and programs. This helps citizens be aware of announcements such as trash collection schedules, snow removal updates, public meetings, and city events. Our office also oversees the use of the Roanoke brand to ensure its consistent appearance and effectiveness.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of people reached through communication tools	2,500,000	1,680,000	N/A
Number of stories pitched to the media	35	30	N/A
Number of website hits & communications sent out	4,100,000 /	4,100,000	4,300,000/135

Seller/Owner: 1210 - Office of Communications

Offer:	RVTV: Roanoke Valley Television	Rank:
Dept:	City Manager	Factor: Responsible Financial Management
Outcome:	Transparency	Existing

Executive Summary:

Roanoke Valley Television Channel 3 is a Government & Educational Access Station serving the city, Roanoke County, the Town of Vinton and their respective school systems. The budget for RVTV is provided by the three local governments and funded through the Virginia Communications Sales and Use Tax Revenue paid by Cox Communications. The share of RVTV budget paid by each locality is based on the proportion of Cox customers in each jurisdiction. Based on calendar year 2014 data, RVTV produced a total of 145 video productions for the city (including public meetings). Calendar year 2015 data is still being compiled. The target for calendar year 2016 is 150 video productions. RVTV's FY2016 Operational Budget is \$394,047, a \$3,981 decrease from FY15. The approximate rate for video production work in the private sector is \$1,500 per finished minute. The approximate Production Value for TV Shows & Video Productions created annually for all localities is \$3,312,000.

Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of RVTV Services	150	95	123

Seller/Owner: 1210 - Office of Communications